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MINISTRY OF NORTHERN
DEVELOPMENT AND MINES

1998-1999 Business plan

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MESSAGE FROM THE MINISTER



Hon. Chris Hodgson

As the Minister responsible for Northern Development and Mines (MNDM), I am pleased to present the 1998-99 business plan, which highlights our plans for the coming year.

I enjoy working closely with – and listening carefully to – northern leaders, mineral industry representatives and citizens. I am proud that the government's job-creating tax cuts have given northerners and all Ontarians renewed confidence and optimism in our future. This business plan outlines how we plan to build on the progress we've made.

As outlined in the Speech from the Throne and the 1998 Budget, our government is continuing its aggressive pursuit of economic development in Northern Ontario by investing record amounts in our northern highway network.

The Northern Ontario Heritage Fund Corporation (NOHFC) continues to bring real jobs and real growth to the North. Through the NOHFC, we have prioritized telecommunications infrastructure improvements which will forge vital connections between northern towns and the world.

In 1997, an estimated \$432 million was invested by the private sector on mineral exploration and development in Ontario. We currently enjoy record-high levels of claim staking activity, with more than 180,000 mining claims in good standing. To improve the investment climate for mining, my Ministry has moved ahead on a number of initiatives. We have cut red tape and frozen a number of taxes and fees.

We continue to work with other ministries, agencies and levels of government to provide northerners with effective and efficient access to government programs and services, particularly through our wide network of Northern Development offices.

MNDM promotes unique northern tourism opportunities, including hunting and fishing. This government will support job creation in the tourism industry by marketing Ontario to the world, and encouraging Ontarians to explore the rich wonders of their own province, especially the North.

As we head into the new millennium, the people of Northern Ontario can continue building an enhanced quality of life, economic growth, and secure tomorrows for our children. Your ideas and actions will guide us as we look to the future.

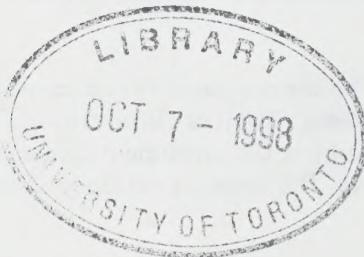
A handwritten signature in black ink, appearing to read "Chris Hodgson".

The Honourable Chris Hodgson
Minister of Northern Development and Mines

MINISTRY VISION

The overall vision of the Ministry of Northern Development and Mines is to help build and support a Northern Ontario economy, and provincial minerals sector, that are healthy, competitive and sustainable.

This vision supports the creation and retention of jobs in the North and in the minerals sector province-wide. It speaks to this government's commitment to give northerners a greater say in the policies that affect them. It recognizes the unique characteristics and requirements of the North.



ANNUAL REPORT ON KEY ACHIEVEMENTS AND COMMITMENTS

1997-98 Achievements

Northern Ontario

The government spent an historical amount -- \$156 million -- on northern highways in 1997-98. More than 1,400 kilometres of highways across Northern Ontario were rehabilitated.

The Ministry delivered on the government's commitment to give northerners a greater say in the policies that affect them. Northerners participated in 49 community, regional and sectoral forums sharing their insights and advice on local services realignment, the rural job strategy, the rural youth strategy, a northern tourism strategy and various northern trade and investment initiatives. As a result of effective consultation with northerners and central agencies, 41 per cent of the provincial Community Reinvestment Fund was directed to Northern Ontario.

By implementing an integrated model and establishing one-stop access across the north, regional economic development programs and service delivery were greatly improved. Clients surveyed gave solid support for these changes. In addition, the Ministry's Northern Development Offices continued to provide northerners with important access to a wide range of government programs and services, particularly in many of the small communities across the north. Our client satisfaction ratings are well over 90 percent in these offices.

The Northern Ontario Heritage Fund Corporation had a very successful year. In all, 78 projects were approved in 1997-98, three times the number approved the year before. Total funding approved for these projects amounted to \$37 million, doubling the previous year's total project funding level.

The Ministry successfully coordinated northern Ontario and mineral sector involvement in trade and investment initiatives such as the Wood Products Export Opportunities forum; the Wood Products Technology mission to Germany; a Japan External Trade Sawmill Tour; Extemin'97 Mining Equipment and Services in Peru; and the Team Canada mission to South America.

The Ontario Mineral Sector

Ontario continues to demonstrate national leadership in key areas concerning mineral exploration and mining. Last year, the province maintained its number one ranking in mineral exploration investment and mineral production across Canada. In addition, Ontario was ranked number one as the most attractive jurisdiction in Canada for mineral sector investment, according to the Fraser Institute.

Excellence in geological mapping through the Ontario Geological Survey continues to be a key factor in Ontario's mineral sector competitive advantage. Last year, thanks to efficient application of technology, the Ministry exceeded its geological mapping target of 10,000 square kilometers (Precambrian and surficial) by more than 30 per cent. As a result, clients will receive more current information on the province's geology. To help guide the Ontario Geological Survey to higher levels of program excellence the Ministry established an Ontario Geological Survey Advisory Board and successfully restructured its Mining Recorder and Resident Geologist programs.

The Ministry provided \$2 million to prospectors to stimulate grassroots exploration, through the Ontario Prospectors Assistance Program. This assistance levered an average of four million dollars annually in follow-up exploration work by the private sector, improving the chances of a major mineral discovery. To further facilitate mineral exploration, the Ministry reopened 13,500 hectares of land to staking and eliminated red tape through passage of Bills 68 and 120.

1998-99 Commitments

Northern Ontario

The Ministry remains committed to improving the condition of highways in the North, by investing high levels of capital funding for this purpose.

As in the year past, we will continue to listen to northerners and make their concerns and interests heard at Queen's Park. The Northern Services Improvement Act has been tabled in the legislature to help with service delivery and the Ministry will help northern municipalities during the shift of municipal/provincial responsibilities. If passed, the act will allow municipalities and unincorporated areas to consolidate delivery of specified public services in Northern Ontario, by establishing area services boards.

The Ministry will improve access to government programs and services in Northern Ontario. This will be accomplished through improving the level and quality of programs and services delivered through Northern Development Offices, Regional Economic Development area teams, Trade and Investment staff and the Northern Ontario Heritage Fund Corporation.

Due to the increasing public interest in the Northern Ontario Heritage Fund, the Ministry anticipates a rise in investment levels in northern infrastructure, tourism and strategic partnerships.

Trade and investment will continue to be given a high priority. The Ministry will continue to promote the economic advantages of investing in the North and in the Ontario mineral sector by participating in domestic and offshore trade and investment events.

The Ontario Mineral Sector

By focusing on program excellence, Ontario will continue to demonstrate national leadership and attract the highest amount of mineral exploration dollars spent in Canada. Similarly, we anticipate Ontario mineral production values to be the highest in Canada. Ministry staff will work with other ministries to facilitate investment and mineral production by reducing red tape and monitoring the length of time it takes to process permits for new mine development.

Government support for grassroots prospecting will remain at \$2 million, through the Ontario Prospectors Assistance Program and will result in additional private sector exploration expenditures in the form of follow-up assessment work.

13,000 square kilometers will be mapped for its geology and mineral potential by the Ontario Geological Survey. The information will be interpreted and disseminated to our clients. At the same time the Ministry intends to broaden the present funding base for geological mapping by levering 25 cents for every \$1 spent by the Ministry in a partnership project.

CORE BUSINESSES

Through its two core businesses, the Ministry of Northern Development and Mines is well-positioned to help the provincial government deliver on its commitments to have the North's unique needs recognized and reflected in what it does. We will continue to strengthen local input on provincial policy matters, and to foster a supportive business climate that encourages job creation and investment.

Our core businesses are:

- 1. To promote northern economic development and coordinate the delivery of programs and services in the North.** MNDM is the lead Ministry for the provincial government for economic development in the North. Through a network of area teams, we work with northern stakeholders to increase the number of jobs created in the North and to improve business and community development opportunities. We ensure that investment in the North, through the NOHFC and other government and Ministry programs, reflect local and regional priorities. We advance the Northern Highways Program and address regional transportation and safety priorities, as well as provide transportation services through the Ontario Northland Transportation Commission (ONTC). We also foster strategic economic partnerships and sustainable economic opportunities, and coordinate local services realignment in the North.

MNDM also brokers a number of provincial government services and programs to Northern Ontario residents.

- 2. To enhance mineral sector competitiveness and ensure the sustainable development of Ontario's mineral resources.** As champion of the province's mineral industry, the Ministry fosters mineral sector growth by actively marketing and promoting Ontario's competitive advantages. We collect, analyze, manage and publish earth science information, develop legislation, regulations and policies affecting exploration and mining, and actively work to reduce the regulatory burden on the mining industry. We regulate the orderly and fair access to Crown mineral rights through the Mining Act. We ensure that mine sites are developed, operated and closed out in an environmentally sound and publicly safe manner. This is accomplished through a centralized Mining Recorder Program for the recording, resolution and upkeep of claims and through a core group of staff who ensure that mining companies comply with the Mining Act. In addition, assistance is provided for grassroots prospecting through the Ontario Prospectors Assistance Program (OPAP).

KEY STRATEGIES

The Ministry's three key strategies for delivering its core businesses are to:

- listen and respond to the people of Northern Ontario and to the mining sector;
- invest in Northern Ontario and in our mining industry; and
- simplify and improve access to government programs and services for Northern Ontario, and for mining.

1. Listen and respond to:

Northern Ontario

To further our core business of promoting northern economic development and coordinating delivery of programs and services in the North, the Ministry works in partnership with numerous other provincial ministries, agencies and levels of government. It maintains a close dialogue and ongoing consultations with municipal and sector organizations. The Ministry relies on ongoing northern input and participation as demonstrated by the membership of the NOHFC and ONTC Boards of Directors.

The Ministry will assist key northern municipal groups - FONOM and NOMA - to ensure that Northern Ontario has the support it needs to manage local services realignment. This support will allow these groups to lead their own consultation sessions with local municipal representatives and ensure that their views are heard at Queen's Park. In addition, we continue to provide northern municipalities with fair and equitable access to money to support the realignment of local government services, such as the government's Special Circumstances Fund.

Mining

To promote our core business of enhancing mineral sector competitiveness and ensuring the sustainable development of Ontario's mineral resources, the Ministry relies upon ongoing dialogue with the mining industry. The partnership agreements it has forged with industry and other stakeholder groups on advisory committees provide invaluable input and direction. The Ministry also actively promotes ongoing dialogue with exploration and mining companies, individual prospectors, industry associations, other governments and ministries, First Nation communities, colleges and universities.

2. Invest in:

The North

Our investment emphasis is on infrastructure, from transportation to telecommunications. The 1998 Ontario Budget reflects this priority, allocating a record \$156 million for northern highways and making a renewed commitment of \$30 million to the Northern Ontario Heritage Fund Corporation.

MNDM will pursue a comprehensive approach to tourism in the North, including development of a northern tourism action plan, with aggressive, long-term objectives. The Ministry will also promote northern goods and services, including those of the mining, forest products and manufacturing sectors through Market Ontario, a government program aimed at attracting foreign investment to Ontario and to encouraging the export of made-in-Ontario products and expertise.

Our mining industry

Continuing to invest in the Ontario mining industry will pay off with exploration, new mines and more jobs for Ontarians. Ongoing investments include:

- the Ontario Prospectors Assistance Program, provided with \$2 million in the 1998 Ontario Budget, to stimulate grassroots mineral exploration in Ontario;
- continuing to provide fair and equitable access to Crown mineral rights through the administration of the Mining Act;
- using information technology to provide mineral sector partners with improved access to information;
- assessing the mineral potential of remote, unexplored areas using Ontario Geological Survey lake sediment surveys;
- continuing to support geological investigation that will lead to viable economic projects;
- supporting the establishment of post secondary mining research programs such as the new Research and Development Program for Sustainable Mining at Laurentian University in Sudbury;
- supporting Market Ontario, which promotes our mining sector to the world, attracts mineral exploration investment, and encourages the export of made-in-Ontario equipment and expertise around the world;
- freezing a number of taxes and fees in the mining sector;
- assisting new mines and advanced exploration projects to proceed in a timely manner through provision of our Mineral Development Officer services; and
- providing a focussed information service to potential investors and a technical resource to local prospectors through the Resident Geologist program.

3. Simplify and improve access to government programs and services

Another important means of achieving our core business objectives is to reduce red tape for business and provide better customer service.

Critical strategies to simplify regulations include:

- eliminating redundant parts of the Mining Act and amending other areas with the passage of two red-tape reduction bills;
- completing new regulations on the rehabilitation of mining lands as part of our continued progress in providing for sustainable mining in Ontario.

To improve customer service, we are:

- improving the front-line services in our Ministry offices throughout the North; in many communities, Northern Development Offices are the first point of contact for provincial government services;
- making it easier for Northerners to obtain provincial government services by coordinating the integration of Government of Ontario offices in the North;
- working with established businesses to expand their capabilities in national and international markets through marketing assistance and investment advice; and
- providing a broad range of sectors with direct, efficient support, enhancing northerners' ability to have direct input into local and regional economic development.

KEY PERFORMANCE MEASURES

<p>Core Business: Promote northern economic development and coordinate the delivery of programs and services in the North</p>			
Goals/Outcomes	Measures	Targets/Standards	98-99 Commitments
A healthy and sustainable Northern Ontario economy	Per cent client satisfaction with opportunities for northerners and northern stakeholders to have input into policies affecting them	85% in 1998-99	Evaluation of all regional and sectoral policy forums
	Per cent client satisfaction with level and quality of programs and services provided by the Ministry in terms of <ul style="list-style-type: none"> - staff knowledge - promptness - relevancy to client needs - ability to meet client needs 	80% to 85% in 1998-99	Annual client satisfaction service surveys targeting: Northern Development Offices - 85% Regional Economic Development Area Teams - 80% Trade and Investment Initiatives - 80% NOHFC - 80%
	<ul style="list-style-type: none"> -Level of funding approved by NOHFC Board -External funding levered -Leverage ratio -New jobs created 	Specific annual forecasts of NOHFC funding, external contributions levered and jobs created	<ul style="list-style-type: none"> -\$50 million in approved funding -Lever \$125 million in external contributions -Achieve leverage ratio of 1:2.5 -Create 1,200 jobs

<p>Core Business: Enhance mineral sector competitiveness and ensure the sustainability of Ontario's mineral resources</p>			
Goals/Outcomes	Measures	Targets/Standards	98-99 Commitments
An economically and environmentally sustainable mineral industry maintaining its standing as a world leader	Ranking with regards to: -per cent of total exploration dollars spent in Canada, attracted to Ontario -dollar value of Ontario mineral production	#1 ranking in Canada, among all jurisdictions	#1 ranking in Canada, among all jurisdictions. Attract 21% of exploration dollars spent in Canada.
	Area mapped annually by the Ontario Geological Survey	15,000 km ² per year by 2006-07	13,100 km ²

1997-98 MINISTRY SPENDING BY CORE BUSINESS - INTERIM ACTUALS *

Ministry of Northern Development and Mines		
Operating Capital	\$55 million \$175 million	430 staff
Policy Voice for Northern Ontario		
Operating	\$3 million 32 staff	
Co-ordination of programs and services in Northern Ontario		
Operating Capital	\$21 million \$175 million	101 staff
Northern Highways Program Northern Ontario Heritage Fund Canada Ontario Infrastructure Works Winter Roads Remote Airports Extended Care Capital Assistance Ontario Northland Transportation Commission		
Administration of the Mining Act		
Operating	\$9 million 92 staff	
Provision of the province's geological data and mapping function		
Operating	\$11 million 117 staff	
Mining Lands Administration and Information Services Ontario Prospectors' Assistance Mineral Development and Rehabilitation		
Precambrian Mapping Resident Geologist Sedimentary Geoscience Data Services Geoscience Laboratories		
Ministry Administration		
Operating	\$11 million 88 staff	
Minister's Office and Parliamentary Assistant's Office Deputy Minister's Office, Business Planning Secretariat, Corporate Policy, Communications Services, Legal Services		

PSAAB based - totals rounded to nearest \$million. Staff numbers are shown as full-time equivalents.

1998-99 MINISTRY APPROVED ALLOCATIONS BY CORE BUSINESS - PLAN*

Ministry of Northern Development and Mines

Operating	\$100 million
Capital	\$179 million

465 staff

Northern Economic Development

Operating	\$59 million
Capital	\$179 million

168 staff

Mineral Sector Competitiveness

Operating	\$32 million
	209 staff

Mining Lands
Mines Group
OGS Precambrian Geoscience
Geoscience Laboratories
OGS Sedimentary Geoscience
OGS Resident Geologist
Data Services
Information Services

Policy Voice for the North
Regional Delivery of Programs and Services
Coordination of Northern Infrastructure
Integrated Regional Economic Development
Northern Ontario Heritage Fund
Ontario Northland Transportation Commission

Ministry Administration

Operating	\$9 million
	88 staff

Minister's Office and Parliamentary Assistant's Office
Deputy Minister's Office, Business Planning Secretariat,
Corporate Policy, Communications Services, Legal Services

PSAAB based - totals rounded to nearest \$million. Staff numbers are shown as full-time equivalents.

WHO TO CALL

Questions or comments about the Ministry's business plan are welcomed and should be addressed to your local Ministry of Northern Development and Mines office, or by contacting:

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You can also contact us through the Internet at:

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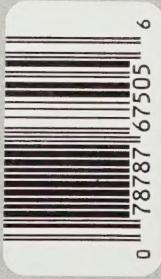
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